

## A. Overview

This section explains the method for evaluating offers. Offer evaluations will be based on a combination of Pass/Fail requirements and scoring in four areas. Evaluation points will be based on (1) meeting or exceeding minimum requirements, (2) quality of the vendor offers, (3) interviews, and (4) customer references and confirmation.

## B. Receipt

Each offer will be date and time marked as it is received and verified that it is properly sealed. Offers will remain sealed until the designated time for opening.

## C. Evaluation of Final Offers

### C.1 Offer Opening and Validation Check

All offers received by the time and date specified in Section I, Key Action Dates, will be opened at that time. The offers will then be checked for the presence of the required information in conformance with the requirements of this RFO. Absence of required information will deem the offer non-responsive and may cause rejection.

### C.2 Validation Against Requirements

The state will review each offer in detail to determine its compliance with the RFO requirements. If an offer fails to meet an RFO requirement, the state will determine if the deviation is material. A material deviation will cause rejection of the offer. An immaterial deviation will be examined to determine if the deviation will be accepted. If accepted, the offer will be processed as if no deviation had occurred. The state will award points for meeting the minimum requirements. Additional points may also be awarded, as specified, for vendors that exceed the minimum requirements, demonstrating additional experience related to this RFO.

### C.3 Cost Analysis

Sealed cost information will not be opened until the Evaluation Team has completed the evaluation, interview, reference checks, and scoring of all offers. The required cost worksheets will be reviewed for mathematical accuracy.

### C.4 Customer Reference Evaluation

As part of the requirements validation, the evaluation team will award points based on the Customer Reference form (Exhibit III-F) and customer reference contacts. All customers listed on the required Customer Reference form (and any other customers the state may select) will be contacted. The customers will be interviewed and evaluated by asking structured questions related to the vendor's performance/competence in the following customer satisfaction areas:

- Knowledge and Skills
  - ✓ Structured project management
  - ✓ Written, oral and presentation skills
  - ✓ Knowledge of COTS financial management products
  - ✓ Managing teams consisting of other contractors and client staff

- Performance
  - ✓ Quality of work products
  - ✓ Timeliness of Deliverables and Other Work Products
  - ✓ Effectiveness of vendor's personnel
  - ✓ Success of the Work Product (i.e., was the project successful, implemented?)
- Overall Customer Satisfaction

The majority of the customers must respond positively in order for the vendor to be successful in this portion of the evaluation. Negative responses from any customers may be cause for rejection of the offer.

### C.5 Selection

Final selection will be based on the offer that meets all requirements and offers the state the best combination of both value and cost based on the evaluation process. Responsiveness is comprised of meeting the requirements defined in Section II and Section III of this RFO. The vendor with the highest score will receive the maximum points and all other offers will be awarded a proportionate number of points. The vendor proposing the lowest cost will be awarded the maximum number of cost points. Each remaining responsive vendor's cost score will be based on a proportional number of costs points based on the ratio of its total cost to the total costs associated with the lowest responsive offer multiplied by the maximum number of cost points. The state reserves the right at any time to reject any or all offers.

## D. Scoring Methodology

Offers that meet the minimum qualifications will be evaluated and scored according to the criteria indicated below. A maximum possible total score of 11,000 are allocated between cost, the SOW and Administrative Requirements. The SOW and Administrative Requirements are assigned a maximum of 6,000 points, with the remaining 5,000 points being assigned to the cost assessment. A minimum combined total of 3,500 points from the SOW and Administrative Requirements (i.e., excluding costs) must be achieved in the requirements rating/scoring criteria to be considered responsive. This will be calculated based on the overall total in each of the four categories that will be assigned points. A responsive offer is one, which meets or exceeds the requirements stated in this RFO. An offer that receives a zero (0) in any of the scored mandatory categories will be considered non-responsive. Only offers passing the PASS/FAIL requirements of the RFO will be scored.

RATING/SCORING CRITERIA	POSSIBLE POINTS
<b>Administrative and Business Requirements</b>	
Submission of Required Components	Pass/Fail
Vendor's Project Experience	1,000
Staff Experience	2,500
Project Management Requirements	Pass/Fail
Management Approach	1,500
Work Standards	Pass/Fail
Project Deliverables	Pass/Fail
Vendor Interviews	600
Customer References	400
<b>Total SOW and Administrative Requirements</b>	<b>6,000</b>
<b>Cost</b>	<b>5,000</b>
<b>Total Possible Points</b>	<b>11,000</b>

July 31, 2006

Section VI -2

Addendum 2

**D.1 Submission of Required Components**

All of the following content requirements must receive a passing mark in order to be responsive to the RFO. Only offers that include the required elements will be scored.

REQUIRED COMPONENTS	PASS	FAIL
Cover Letter		
Executive Summary		
Exhibit III-A, Letter of Intent		
Exhibit III-B, Conflict of Interest/Confidentiality Certification		
Exhibit III-E, Proposed Subcontractors, if applicable		
Exhibit III-F, Four Completed and Signed Customer Reference Forms		
Exhibit III-G, Vendor Experience Summary		
Exhibit III-H, Proposed Staff Experience Summary		
Exhibit III-I, Proposed Resource Staffing Form		
PMP Certification		
DVBE Response		
Small Business Certification, if applicable		
Secretary of State Certification		
Workers Compensation Liability Insurance		
Payee Data Record (STD. Form 204)		
STD. Form 213, Four Originally Signed Standard Agreements		
Proposed Staff Resumes		
Unrevised Statement of Work		
Proposed Project Management Plan Overview		
Deliverables and Milestones (Table II-1)		

**D.2 Vendor's Project Experience Requirements**

Vendors must demonstrate how the firm meets the requirements identified in Section II.E, Vendor's Project Experience, through information provided in the offer. A total of **1,000 maximum points** are available. Responses will be evaluated and scored as described in the following table.

Minimum requirements for each vendor have been identified with **asterisks (\*\*)** and will be evaluated initially on a "pass" or "fail" basis. Vendors must receive a passing mark to the **minimum** requirements in order to be responsive to the RFO and to be scored with the points identified. The state will determine if the mandatory minimum qualifications have been met based on the experience of the vendor. Only offers passing the PASS/FAIL requirements of the RFO will be scored.

If a vendor can demonstrate additional experience that exceeds the mandatory minimum qualifications, additional points will be awarded based on a sliding scale up to the **maximum** points available. Although a vendor may demonstrate additional qualifying experience, points will not exceed the maximum points available per item.

ITEM #	REQUIREMENT	POINTS
E.1	<b>Application Design &amp; Implementation Experience (Maximum Points = 200)</b> E.1.a. Firm has a <b>minimum</b> of 3 years of experience** E.1.b. Firm has 3 or more years of experience with the public sector E.1.c. Firm has project management experience	125 +50 +25
E.2	<b>Phased Implementation Experience (Maximum Points = 200)</b> E.2.a. Firm has implemented a project with a <b>minimum</b> of 3 implementation phases or a program with a <b>minimum</b> of 3 projects** E.2.b. Firm has implemented a project with 4-5 implementation phases or a program with 4-5 projects E.2.c. Firm has implemented a project with 6 or more implementation phases or a program with 6 or more projects	125 +50 OR +75
E.3	<b>Project Office Experience (Maximum Points = 200)</b> E.3.a. Firm has established a <b>minimum</b> of 2 project offices** E.3.b. Firm has established 3 project offices E.3.c. Firm has established 4 or more project offices	125 +50 OR +75

Deleted: Project Management

Deleted: 5

Deleted: 150

Deleted: 6

Deleted: 25

Deleted: 5 or more years of experience with the public sector

Deleted: E.2 ... [1]

Deleted: 3

Formatted: Bullets and Numbering

Deleted: E.4 ... [2]

Deleted: 5

Formatted: Bullets and Numbering

Responses to the following requirement, identified in Section II.E, Vendor's Project Experience, will be evaluated on a PASS/FAIL basis for responsiveness.

ITEM #	REQUIREMENT	PASS	FAIL	NO BID
E.4	Make additional resources available within five (5) days of written request			

Deleted: 6

The following requirements are desirable. Additional points will be awarded to vendors that demonstrate the desirable vendor experience.

ITEM #	REQUIREMENT	POINTS
E.5	<b>Financial Implementation Experience (Maximum Points = 200)</b> E.5.a. Firm has implemented 1 to 2 financial systems E.5.b. Firm has implemented 3 or more financial systems E.5.c. Firm has implemented a financial system for the public sector	150 +25 +25
E.6	<b>COTS ERP Implementation Experience (Maximum Points = 200)</b> E.6.a. Firm has implemented a minimum of 1 tier-one COTS ERP E.6.b. Firm has implemented 2-3 tier-one COTS ERP E.6.c. Firm has implemented 4 or more tier-one COTS ERP	125 +50 OR +75

Formatted: Bullets and Numbering

Formatted: Bullets and Numbering

Formatted: Font: Not Bold, English (U.S.)

### D.3 Staff Experience Requirements

Vendors must demonstrate how the proposed staff meets the requirements identified in Section II.F, Staff Experience, through information provided in the offer. A total of **2,500 maximum points** are available. Responses will be evaluated and scored as described in the following table.

Minimum requirements for each staff person have been identified with **asterisks (\*\*)** and will be evaluated initially on a "pass" or "fail" basis. Vendors must receive a passing mark to the

July 31, 2006

Section VI -4

Addendum 2

**minimum** requirements in order to be responsive to the RFO and to be scored with the points identified. The state will determine if the mandatory minimum qualifications have been met based on the experience of the vendor's proposed staff. Only offers passing the PASS/FAIL requirements of the RFO will be scored.

If a vendor can demonstrate additional experience that exceeds the mandatory minimum qualifications, additional points will be awarded based on a sliding scale up to the **maximum** points available. Although a vendor may demonstrate additional qualifying experience, points will not exceed the maximum points available per item.

The vendor must demonstrate that the vendor's proposed team member(s) were directly involved in the specific work efforts that satisfy each requirement. In addition, the staff that has the experience sought in this RFO must be assigned a key role (lead/senior staff) as described in the Project Management Plan. The state recognizes that different staff may be assigned based on the requirements of each deliverable. Therefore, the state will carefully review the project resource staffing to ensure that the proposed lead/senior staff will participate in at least 75 percent of the activities necessary to complete the project deliverables based on the necessary skills required for meeting each specific deliverable.

ITEM #	REQUIREMENT	POINTS
F.1	<b>Allocated Resources (Maximum Points = 200)</b> F.1.a. Firm has identified resources, roles, estimated number of hours per week, and total number of hours per fiscal year**	200
F.2	<b>Project Manager Certification (Maximum Points = 400)</b> F.2.a. Project Manager possesses a Project Management Professional certification** F.2.b. Project Manager possesses IEEE certification F.2.c. Project Manager possesses other project management certificate or degree	300 +50 +50
F.3	<b>Project Manager Experience (Maximum Points = 400)</b> F.3.a. Project Manager has a <b>minimum</b> of 10 years of experience** F.3.b. Project Manager has 11-15 years of experience F.3.c. Project Manager has 16 or more years of experience F.3.d. Project Manager has managed projects for the public sector	275 +50 OR +75 +50
F.4	<b>Project Manager Financial Implementation Experience (Maximum Points = 350)</b> F.4.a. Project Manager has implemented a <b>minimum</b> of 1 financial system** F.4.b. Project Manager has implemented <u>a financial system with one-time project cost between three (3) million and nine (9) million</u> F.4.c. Project Manager has implemented <u>a financial system with one-time project cost of ten (10) million dollars or more</u> F.4.d. Project Manager has implemented a financial system for the public sector	<u>175</u> <u>+75 OR</u> <u>+125</u> +50

Formatted: Indent: Left: 0 pt, Hanging: 38.15 pt, Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0 pt + Tab after: 18 pt + Indent at: 18 pt, Tabs: Not at 18 pt

Deleted: 225

Deleted: 2

Deleted: s

Deleted: 50

Deleted: OR

Deleted: 75

Deleted: 3 or more financial systems

ITEM #	REQUIREMENT	POINTS
F.5	<b>Project Manager Integrated Team Experience (Maximum Points = 200)</b> F.5.a. Project Manager has managed a team with a <i>minimum</i> of 2 functional areas** F.5.b. Project Manager has managed a team with 3 or more functional areas F.5.c. Project Manager has managed a team with public sector employees	125 +25 +50
F.6	<b>Project Manager Team Size Experience (Maximum Points = 200)</b> F.6.a. Project Manager has managed a team with a <i>minimum</i> of 20 members** F.6.b. Project Manager has managed a team with 21-50 members F.6.c. Project Manager has managed a team with 51 or more members	125 +50 OR +75
F.7	<b>Project Manager Integrated Schedule Experience (Maximum Points = 200)</b> F.7.a. Project Manager has managed a project with a <i>minimum</i> of 2 implementation phases or a program with at least 2 projects** F.7.b. Project Manager has managed a project with 3 implementation phases or a program with at least 3 projects F.7.c. Project Manager has managed a project with 4 or more implementation phases or a program with at least 4 projects	125 +50 OR +75
F.8	<b>Business Analyst Experience (Maximum Points = 250)</b> F.8.a. Business Analyst has a <i>minimum</i> of 5 years of experience** F.8.b. Business Analyst has 6 or more years of experience F.8.c. Business Analyst has worked on projects for the public sector	150 +50 +50
F.9	<b>Project Office Experience (Maximum Points = 300)</b> F.9.a. Team has established a <i>minimum</i> of 2 project offices** F.9.b. Team has established 3 project offices F.9.c. Team has established 4 or more project offices	200 +50 OR +100

Responses to the following requirements identified in Section II.F, Staff Experience, will be evaluated on a PASS/FAIL basis for responsiveness.

ITEM #	REQUIREMENT	PASS	FAIL	NO BID
F.10	Project Manager experience in making formal and informal presentations			
F.11	Project Manager experience in preparing written documents and issue management			

#### D.4 Project Management Requirements

Responses to all of the requirements identified in Section II.G, Project Management Requirements, will be evaluated on a PASS/FAIL basis for responsiveness.

ITEM #	REQUIREMENT	PASS	FAIL	NO BID
G.1	Lead BSDU in the establishment of the BIS project office			

ITEM #	REQUIREMENT	PASS	FAIL	NO BID
G.2	Oversee the day-to-day operations of the BIS Project and report on the status			
G.3	Coordinating with team manager, monitor BIS project activities of contractor and state resources			
G.4	Assist in responses to requests from Enterprise Leadership Council, control agencies and stakeholders.			
G.5	Provide requested documentation to the IPOC/IV&V			
G.6	Review and evaluate the COA/acquisition project schedule and Project Management Plan			
G.7	Provide a BIS Project Management Plan for establishing and overseeing the project office and managing project teams and activities.			
G.8	Oversee all changes to BIS Project Management Plan			
G.9	Provide bi-monthly Status Reports			
G.10	Attend weekly status meetings			
G.11	Assist the BIS acquisition contractor in the preparation of the RFO and offer evaluation			
G.12	Review the system integrator project management approach and plan; integrate into BIS Project Management Plan			
G.13	Provide a Requirements Traceability Plan			
G.14	Oversee and monitor the activities of the software and system integration contractors			
G.15	Oversee, analyze, integrate, and monitor project schedules developed by the various BIS contractors			
G.16	Manage to milestones and deliverable as identified in the project schedule			
G.17	Coordinate and monitor the completion of all tasks, milestones and deliverables			
G.18	Review all project requirements, procedures, architecture and deliverables for compliancy with industry best practices			
G.19	Provide an Organizational and Process Change Opportunities document			
G.20	Agree not to assign tasks to Finance staff unless approved by Project Director			

### D.5 Management Approach Requirements

Responses to the following requirements identified in Section II.H, Project Management Approach, will be evaluated on a PASS/FAIL basis for responsiveness.

ITEM #	REQUIREMENT	PASS	FAIL	NO BID
H.1	Comply with the project management practices and processes required by Finance's OTROS			



ITEM #	REQUIREMENT	PASS	FAIL	NO BID
H2	Comply with Project Management Body of Knowledge (PMBOK) and Institute of Electrical and Electronics Engineers (IEEE)			

Responses to the following requirements identified in Section II.H, Project Management Approach, will be evaluated and scored as described in the following table. A total of **1,500 maximum points** are available. The offer provides an opportunity to assess the skills of each vendor in presenting written information. A satisfactory description will be based on the degree to which each vendor's offer response is clear, concise, and free of grammatical, spelling and stylistic errors; responsive to the project requirements; and aligned with the Project Management Institute's (PMI's) Project Management Body of Knowledge (PMBOK) and the Institute of Electrical and Electronics Engineers (IEEE) standards.

ITEM #	REQUIREMENT	POINTS
H.3	<b>Proposed Project Office (Maximum Points = 150)</b> H.3.a. Satisfactory description of approach for establishing project office H.3.b. Satisfactory description of components and deliverables H.3.c. Satisfactory description of knowledge transfer	50 50 50
H.4	<b>Project Office Schedule (Maximum Points = 150)</b> H.4.a. Schedule includes tasks and task dependencies H.4.b. Schedule includes milestones H.4.c. Schedule includes task owners	50 50 50
H.5	<b>Integrated BIS Schedule (Maximum Points = 150)</b> H.5.a. Schedule includes phases H.5.b. Schedule includes activities H.5.c. Schedule includes milestones	50 50 50
H.6	<b>Risk Management (Maximum Points = 200)</b> H.6.a. Satisfactory description of risk identification H.6.b. Satisfactory description of risk analysis H.6.c. Satisfactory description of risk response H.6.d. Satisfactory description of risk monitoring	50 50 50 50
H.7	<b>Change Management (Maximum Points = 200)</b> H.7.a. Satisfactory description of change identification H.7.b. Satisfactory description of impact evaluation H.7.c. Satisfactory description of change authorization H.7.d. Satisfactory description of change implementation	50 50 50 50
H.8	<b>Issues Management and Escalation (Maximum Points = 150)</b> H.8.a. Satisfactory description of issue identification H.8.b. Satisfactory description of impact evaluation and issue escalation H.8.c. Satisfactory description of issue resolution	50 50 50
H.9	<b>Communications Management (Maximum Points = 150)</b> H.9.a. Satisfactory description of stakeholder identification H.9.b. Satisfactory description of communication requirements analysis H.9.c. Satisfactory description of information distribution	50 50 50
H.10	<b>Quality Management (Maximum Points = 150)</b> H.10.a. Satisfactory description of quality planning H.10.b. Satisfactory description of quality assurance H.10.c. Satisfactory description of quality control	50 50 50



ITEM #	REQUIREMENT	POINTS
H.11	<b>Cost and Schedule Management (<i>Maximum Points = 150</i>)</b> H.11.a. Satisfactory description of cost control H.11.b. Satisfactory description of value determination H.11.c. Satisfactory description of project schedule maintenance	50 50 50
H.12	<b>Project Management Tools (<i>Maximum Points = 50</i>)</b> H.12.a. Identified project management tools software vendor and version H.12.b. Identified project management tools use	25 25

**D.6 Work Standards**

Responses to all of the requirements identified in Section II.I, Work Standards Requirements will be evaluated on a PASS/FAIL basis for responsiveness.

ITEM #	REQUIREMENT	PASS	FAIL	NO BID
I.1	Use of Microsoft Office 2003 and Microsoft Project 2003			
I.2	Proper filing of project work documents			
I.3	Compliance of Finance security and confidentiality (Exhibits III-B and III-C)			
I.4	Participation in BPC meetings			

**D.7 Deliverables and Payment**

Responses to all of the requirements identified in Section II.J, Deliverables and Payment will be evaluated on a PASS/FAIL basis for responsiveness.

ITEM #	REQUIREMENT	PASS	FAIL	NO BID
Table II-1	Project Deliverables and Milestones			
J.1	Submission of weekly timesheets			
J.2	Creation of deliverable formats and outlines			
J.3	Review of deliverable outlines with Project Director			
J.4	Agree to not change deliverables accepted by Project Director without approval			
J.5	Agree to provide the state with appropriate deliverable review time			
J.6	Agree to use track changes or highlights for all document revisions			
J.7	Agree that state personnel will be responsible for final approval of deliverables			
J.8	Agree to provide transmittal letters with all deliverables			
J.9	Agree to project deliverable acceptance criteria			

**D.8 Facilities and Resources**

Responses to all of the requirements identified in Section II.L, Facilities and Resources will be evaluated on a PASS/FAIL basis for responsiveness.

ITEM #	REQUIREMENT	PASS	FAIL	NO BID
L.1	Project Manager is available onsite from September 2006 to July 2011			
L.2	Standard work week is defined as 40 hours			
L.3	Project Team resources assigned to establish BIS project office will be onsite from September 2006 to July 2008			

July 31, 2006

Section VI -10  
Addendum 2

ITEM #	REQUIREMENT	PASS	FAIL	NO BID
L.4	Vendor will provide all workstations/laptops needed greater than the 2 workstations to be provided by Finance			
L.5	Agree to coordinate approved acquisitions and procurements with the BIS project office			

### D.9 Quality of In-Person Presentation and Interview Responses

The selection process will also include a structured interview conducted with each vendor. The interview will be in two parts, the first being a presentation of the proposed work plan by the vendor, followed by an interview panel employing structured questions. One of the vendor requirements is making presentations to the BPC regarding the overall project status and other BIS related subject matters. The interview provides an opportunity to assess the skills of each vendor in presenting information under similar, simulated circumstances. Points will be awarded based on the degree of clarity, concision and completeness of the presentation and the respective responses to the interview questions. A total of **600 maximum points** are available.

#### Maximum Points:

Presentation	300 pts
Interview Responses	300 pts

#### D.9.1 Presentation and Interview Schedule

The vendor will be allowed up to 45 minutes to make a presentation of the offer. Following the presentation, the vendor will be provided a copy of the structured questions and will have 15 minutes to privately review the questions and determine who will provide the necessary responses. The interview panel will return and will allow the vendor a maximum of one (1) hour to provide their responses to the structured questions. Total time for both the presentation and interview is not to exceed two (2) hours.

#### D.9.2 Vendor's Responsibilities

Vendors must ensure the availability of appropriate staff for the presentation and interview portion of the evaluation on at least two of the days specified in Section I, Key Action Dates for scheduling purposes. The vendor must bring the proposed project manager to the presentation and interview. The vendor may also bring any additional staff that will assist in presenting the work plan and/or to be responsive to the structured interview. The vendor must notify the state of any specific resources or accommodations that are necessary for their presentation or interview at the time their presentation and interview is scheduled. Each vendor may structure their presentation in any manner they believe is necessary to clearly, concisely, and completely describe their offer within the allotted time frame.

#### D.9.3 State Responsibilities

The state will establish an interview panel employing structured questions. All vendors will be asked the same set of questions. The state will not ask any additional questions or request further clarification related to a specific vendor's response. If the state believes that the vendor has not fully responded to a question posed, the interview panel may repeat the question.

The state will make every attempt to schedule an interview time based on the vendor's indication of their best dates. The state will make reasonable accommodations necessary for a vendor's presentation and interview including the availability of necessary equipment.

#### **D.9.4 Conference Facilities**

All interviews will be conducted at the Department of Finance, 915 L Street, Sacramento, California in specified conference rooms. Each room will be set up to accommodate no more than 10 individuals. The state will have approximately 4-5 people attending or participating in this phase of the evaluation. Conference rooms include necessary equipment for a presentation, including but not limited to: overhead video projector, computer with Internet access, easels/flipchart, whiteboard, etc.

#### **D.10 Customer References**

This requirement will be awarded a maximum of 100 points per reference with a maximum of 400 points total for the four (4) references provided by the vendor. The vendor and project manager will receive points based on the customer satisfaction rating score from each of the four (4) references that are submitted on the Customer Reference Form (Exhibit III-F). In awarding points in this category, the Evaluation Team will consider the vendor's references based on a scoring of the satisfaction criteria provided by their clients on services procured. The points will be awarded as follows.

For each question, a Customer Satisfaction Rating scale between 1 and 10 will be applied. The customer rating value will equal the point value for all questions (i.e., customer rating value of 6 equals a point value of 6), **except** for the question assessing overall customer satisfaction, which will have a points value double the customer rating value (i.e., customer rating value of 6 equals a point value of 12). Customer ratings of 4 or less in more than 3 categories or as an overall customer satisfaction rating will be considered "negative" and may be cause for rejection.

The points earned from each of the four (4) Customer Reference forms will be totaled together for a **maximum score of 400 points**.

The Customer Reference Evaluation Team will convene, call each customer contact that is not rejected on the basis of a "negative" evaluation, and score the Customer Reference Contact. The points earned from each of the customer contacts will be summed for a maximum score of 100 points. Customer reference contacts provided by the vendor and project manager must be available after the submission, as identified in Section I, Table I-1 – Key Action Dates. A score of zero (0) points will be given for each customer contact that cannot be reached during this time period. Vendors are advised to inform their customer references of these dates.

E.2	<b>Financial Implementation Experience (<i>Maximum Points = 200</i>)</b>	
	Firm has implemented a <b><i>minimum</i></b> of 2 financial systems**	150
	Firm has implemented 3 or more financial systems	+25
	Firm has implemented a financial system for the public sector	+25

E.4	<b>COTS ERP Implementation Experience (<i>Maximum Points = 200</i>)</b>	
	Firm has implemented a <b><i>minimum</i></b> of 1 tier-one COTS ERP**	125
	Firm has implemented 2-3 tier-one COTS ERP	+50 <b>OR</b>
	Firm has implemented 4 or more tier-one COTS ERP	+75